

From: Brodhead, John (INFC)
Sent: February 9, 2017 9:53 AM
To: [REDACTED]
Cc: Soler, Roger (INFC); [REDACTED]
Subject: RE: East Waterfront Infrastructure Bundle - Draft and Confidential

Thanks

From: [REDACTED]
Sent: Thursday, February 09, 2017 9:51 AM
To: Brodhead, John (INFC)
Cc: Soler, Roger (INFC); [REDACTED]
Subject: FW: East Waterfront Infrastructure Bundle - Draft and Confidential
Importance: High

Resending

From: [REDACTED]
Sent: Wednesday, February 8, 2017 4:45 PM
To: 'Soler, Roger (INFC)' <roger.soler@canada.ca>
Cc: [REDACTED]
Subject: East Waterfront Infrastructure Bundle - Draft and Confidential
Importance: High

Roger, please find attached for your further internal distribution and discussion, the draft deck. In our opinion, the work that has emerged to date shows two options which balance contributions between funding partners:

1. Government Partners and the Infrastructure Bank on the larger bundle
2. Tri-government funding on flood protection and enabling infrastructure.

We look forward to discussing these further with you and walking the federal team through the deck next week. Is Monday still a possibility?

Also, we have authorized KPMG to release further information to you – those materials should be considered preliminary and subject to further analysis.

Don't hesitate to call – regards. [REDACTED]

[REDACTED] Waterfront Toronto | 1310-20 bay street | toronto ON M5J 2N8 | [REDACTED]
[REDACTED] www.waterfronttoronto.ca



WATERFRONToronto

From: Brodhead, John (INFC)
Sent: May 8, 2017 4:49 PM
To: [REDACTED] Westmacott, Chad (INFC); Soler, Roger (INFC)
Cc: [REDACTED]
Subject: RE: Media Inquiry WT - Quayside RFP

Thanks [REDACTED] for the heads up

From: [REDACTED]
Sent: May-08-17 4:47 PM
To: Brodhead, John (INFC) ; Westmacott, Chad (INFC) ; Soler, Roger (INFC)
Cc: [REDACTED]
Subject: Media Inquiry WT - Quayside RFP

Gentlemen -

Waterfront Toronto has been contacted by a reporter from Bloomberg USA (business/technology) seeking confirmation about specific bidders responding to the RFP for Waterfront Toronto's Quayside project.

We are currently in a blackout period of the RFP, and are very restricted in terms of what can be communicated. Waterfront Toronto offered the reporter some general comments on the goals and aspirations for Quayside, but did not confirm or speak to any potential bidders or the RFP process. The reporter was referred to the RFP document – which is public – for detail on the process and timeline.

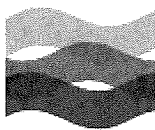
It is possible that Toronto media may pick up this story. Should you get any media inquiries, please refer them to [REDACTED] Waterfront Toronto [REDACTED]

Any further comment from Waterfront Toronto will be along the lines of what is described above; bidders to the Quayside RFP have been instructed to make no comment.

Please forward to staff, as appropriate, in your office.

[REDACTED]

[REDACTED] Waterfront Toronto | 1310-20 bay street | toronto ON M5J 2N8 [REDACTED]
[REDACTED] www.waterfronttoronto.ca



WATERFRONToronto

From: [REDACTED]
Sent: February 9, 2017 9:51 AM
To: Brodhead, John (INFC)
Cc: Soler, Roger (INFC) [REDACTED]
Subject: FW: East Waterfront Infrastructure Bundle - Draft and Confidential
Attachments: PRES_Deputy Minister Briefing East Bundle_VER_001_CONF_FNL.PDF

Importance: High

Resending

From: [REDACTED]
Sent: Wednesday, February 8, 2017 4:45 PM
To: 'Soler, Roger (INFC)' <roger.soler@canada.ca>
Cc: [REDACTED]
Subject: East Waterfront Infrastructure Bundle - Draft and Confidential
Importance: High

Roger, please find attached for your further internal distribution and discussion, the draft deck. In our opinion, the work that has emerged to date shows two options which balance contributions between funding partners:

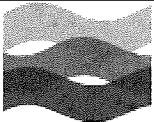
1. Government Partners and the Infrastructure Bank on the larger bundle
2. Tri-government funding on flood protection and enabling infrastructure.

We look forward to discussing these further with you and walking the federal team through the deck next week. Is Monday still a possibility?

Also, we have authorized KPMG to release further information to you – those materials should be considered preliminary and subject to further analysis.

Don't hesitate to call – regards [REDACTED]

[REDACTED] Waterfront Toronto | 1310-20 bay street | toronto ON M5J 2N8 [REDACTED]
www.waterfronttoronto.ca



WATERFRONToronto

East Waterfront Infrastructure Bundle

February 8, 2017

Confidential - Draft not for distribution



Agenda



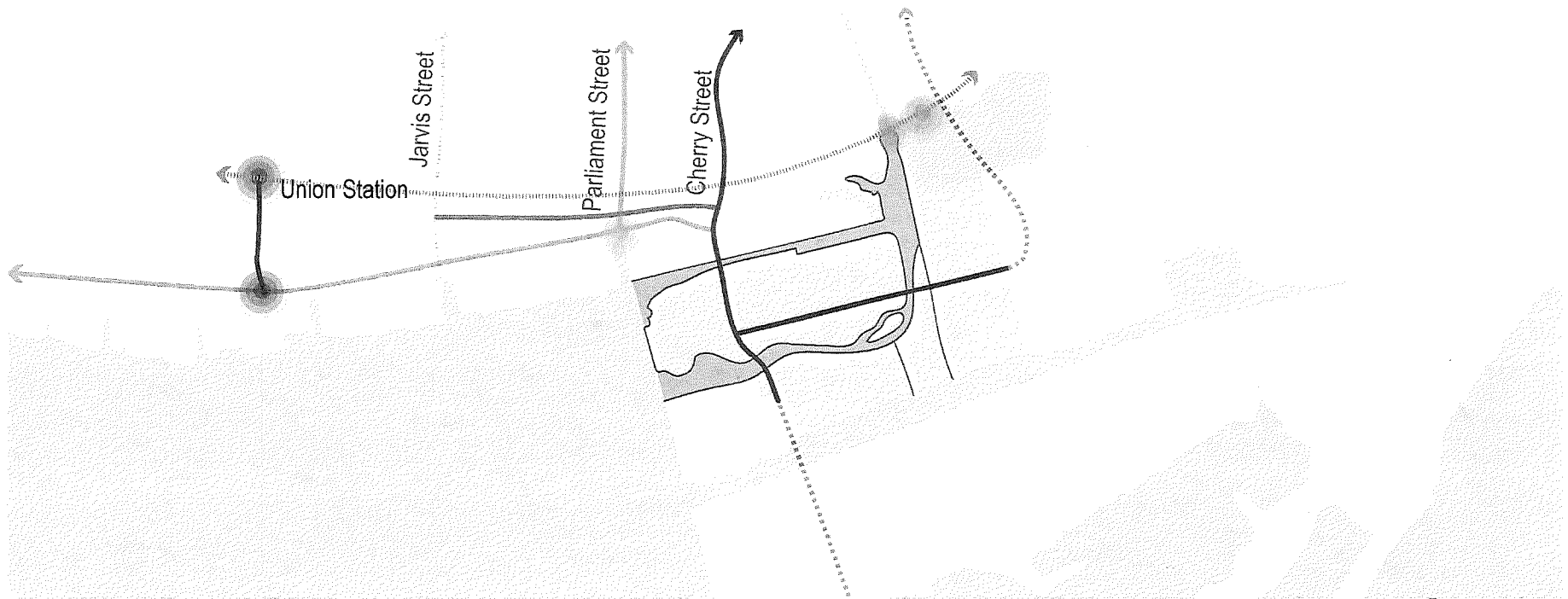
1. Project Components
2. Project Benefits
3. Costs
4. Sources and Uses
5. Financing Options
6. Recommended Direction
7. Delivery Model

The Proposed Project



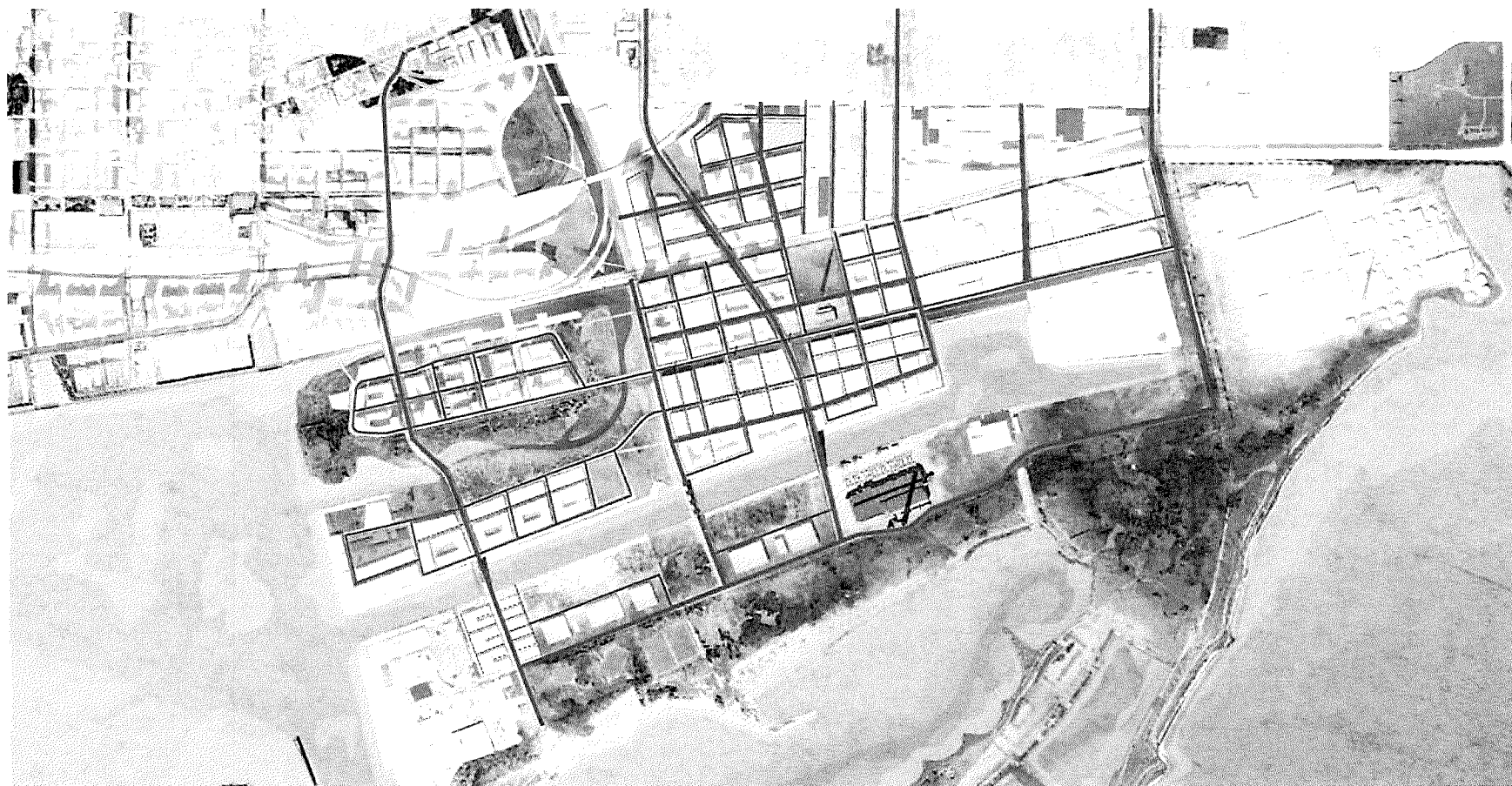
East Infrastructure Bundle For Discussion:

- Flood mitigation and enabling infrastructure
- Queens Quay Extension + Transit and Union Station loop
- Transit Hub at Unilever development



3
East Waterfront Infrastructure Bundle – CONFIDENTIAL DRAFT

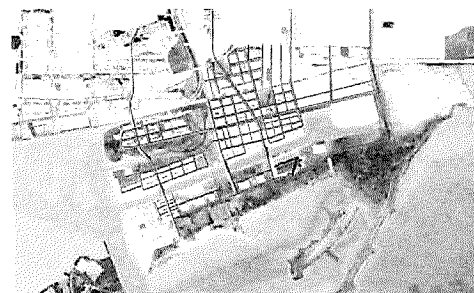
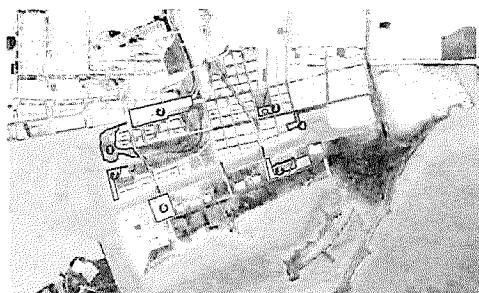
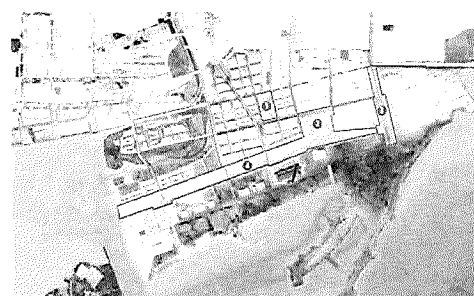
Resilient Urban Infrastructure



Phased Approach

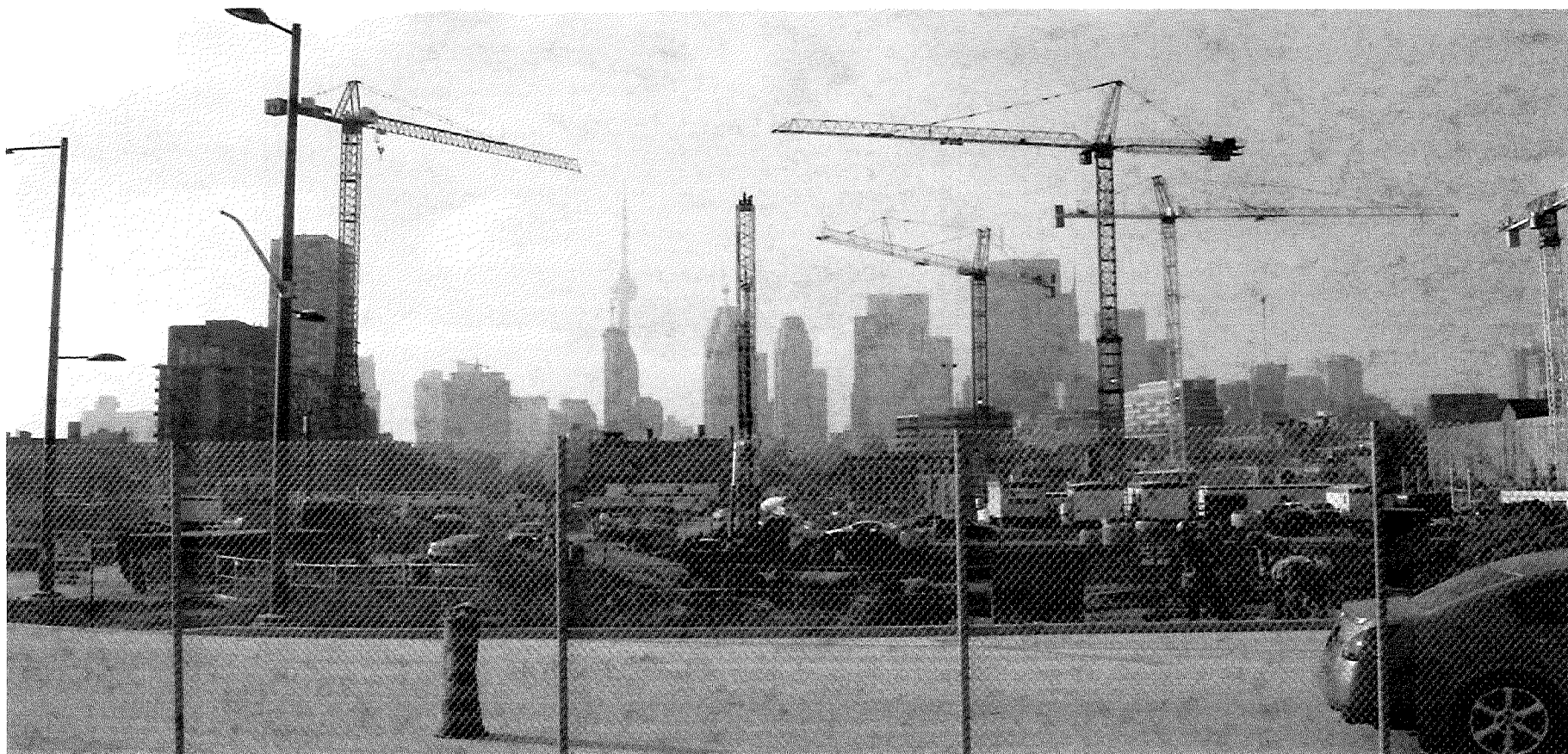


THE TRANSFORMATIONAL MOVES COMBINED COVER THE PORT LANDS GEOGRAPHY



26 - THE FRAMEWORK IN BRIEF 207-00-13

Economic Impact & Jobs



Construction

\$1.1 billion in value to the Canadian economy

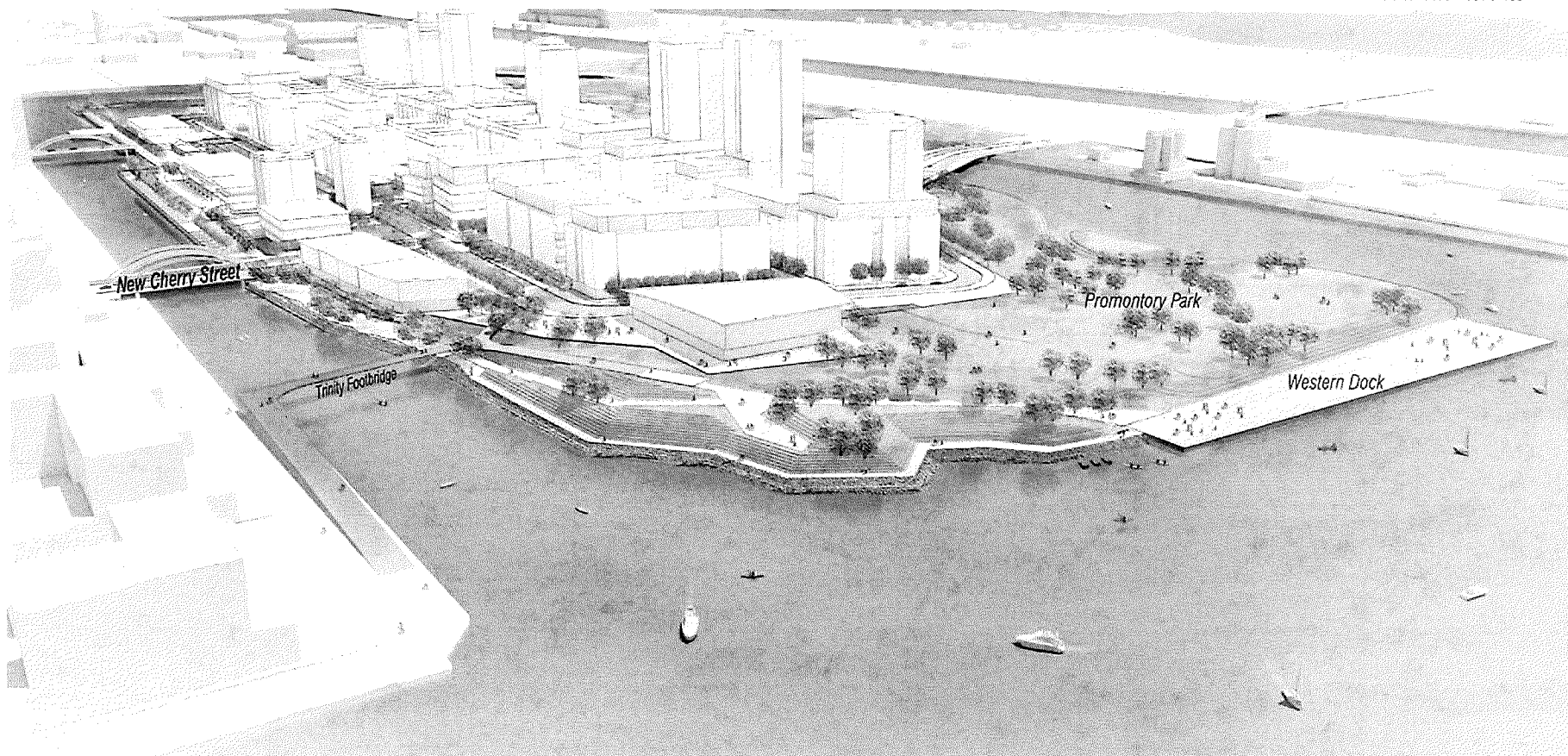
10,829 person years of employment

\$373 million in tax revenues to all orders of government

6

East Waterfront Infrastructure Bundle – CONFIDENTIAL DRAFT

Economic Impact & Jobs



Future Development

\$4.0 billion in value to the Canadian Economy

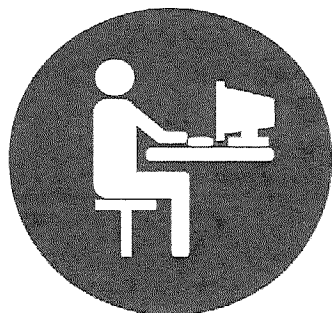
41,100 full-time years of employment

\$1.5 billion in government revenues

7

East Waterfront Infrastructure Bundle – CONFIDENTIAL DRAFT

Complete Communities: Jobs & Knowledge Workforce



Work

35,000 – 80,000 jobs in the Port Lands + East Harbour

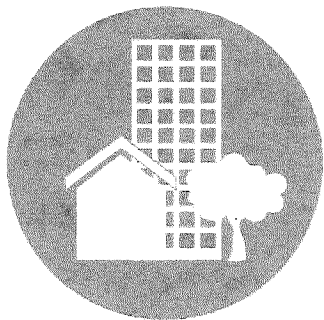
12 million square foot commercial development

+12 million square foot commercial development East Harbour

8

East Waterfront Infrastructure Bundle – CONFIDENTIAL DRAFT

Complete Communities: Innovative, Inclusive Housing



Live

30,000-45,000 people estimated to live in the Port Lands

20% of residential units will be Affordable Rental Housing

TBD% purpose built rental including moderate workforce housing

5% additionally will be dedicated to affordable ownership

9

East Waterfront Infrastructure Bundle – CONFIDENTIAL DRAFT

Complete Communities: Destination Neighbourhoods



Play

29 hectares of naturalized area (TRCA)

11 hectares of parkland

10

East Waterfront Infrastructure Bundle – CONFIDENTIAL DRAFT

Sustainable Future



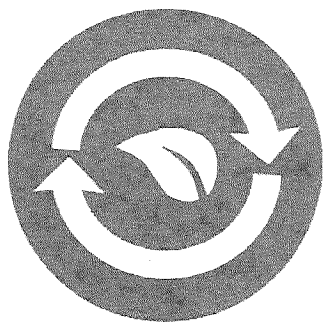
Ecology & Biodiversity

- 1,000 meters of new river channel
- 13 hectares of new coastal wetland
- 4 hectares of terrestrial habitat
- 13 hectares of aquatic habitat

11

East Waterfront Infrastructure Bundle – CONFIDENTIAL DRAFT

Sustainable Future



Sustainability and Innovation

Showcase & test advanced technologies

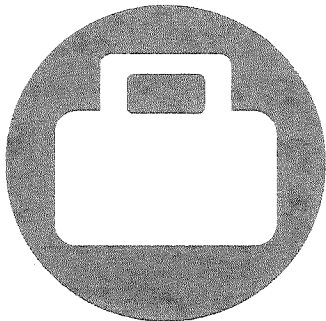
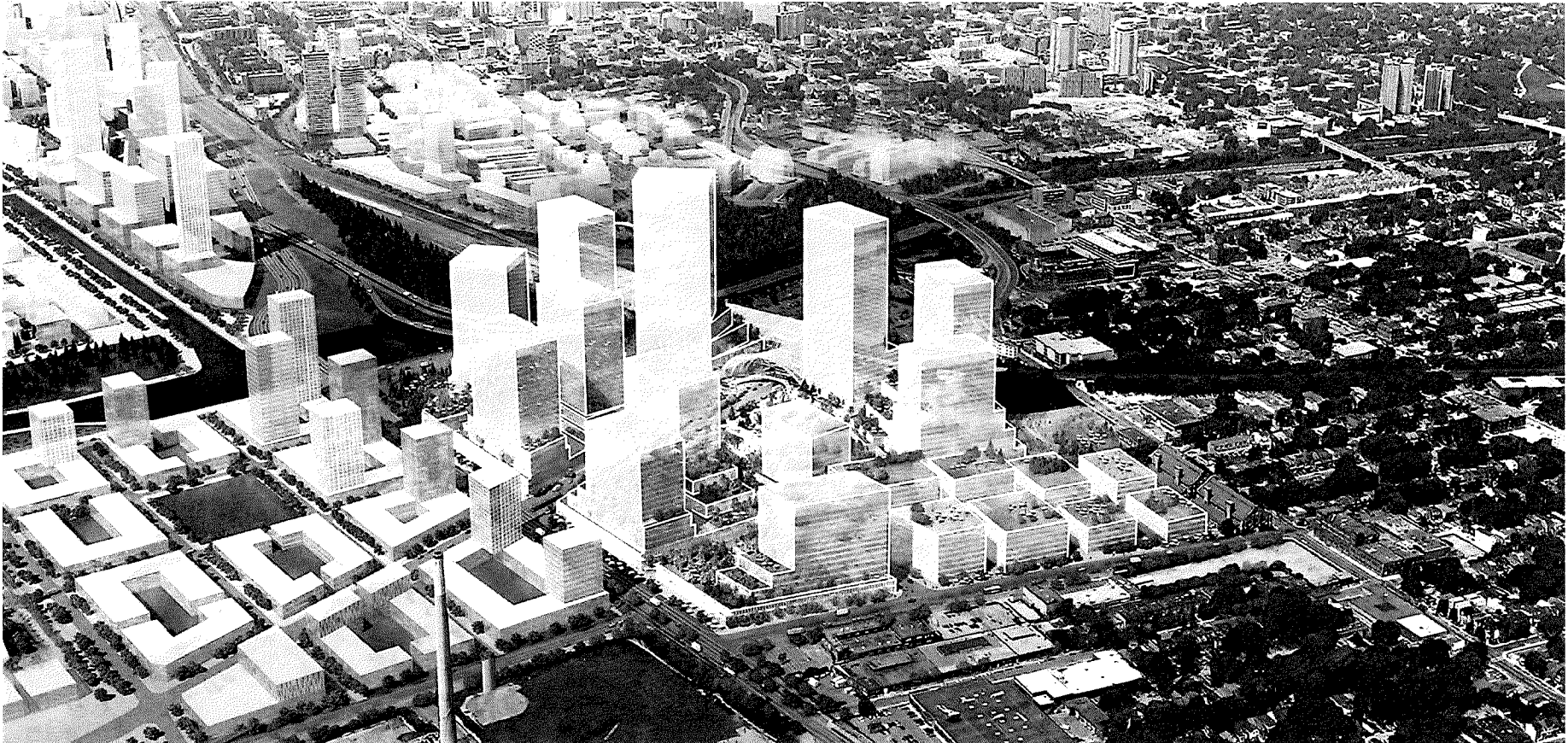
Deliver low carbon communities

Reduce emissions; produce energy

12

East Waterfront Infrastructure Bundle – CONFIDENTIAL DRAFT

First Gulf Unilever Site



Incremental Jobs & Tax Revenue

50,000 jobs at full build out in East Harbour

\$1.3 billion incremental tax revenue during construction

\$1.4 billion incremental annual tax revenue at full build out








* Numbers provided by First Gulf

13

East Waterfront Infrastructure Bundle – CONFIDENTIAL DRAFT

Project Benefits



-  \$5.1 billion in added value to the Canadian economy
-  \$1.9 billion in government revenue
-  51,900 full time years of employment
-  80,000 jobs in the Port Lands and Unilever Site
-  45,000 people estimated to live in the Port Lands with 20% of units affordable rental
-  11 hectares of parkland & 13 hectares of costal wetland
-  A new paradigm of a sustainable, inclusive and accessible community.

Source: Economic Impacts of Planned Investments, urbanMetrics, 2016

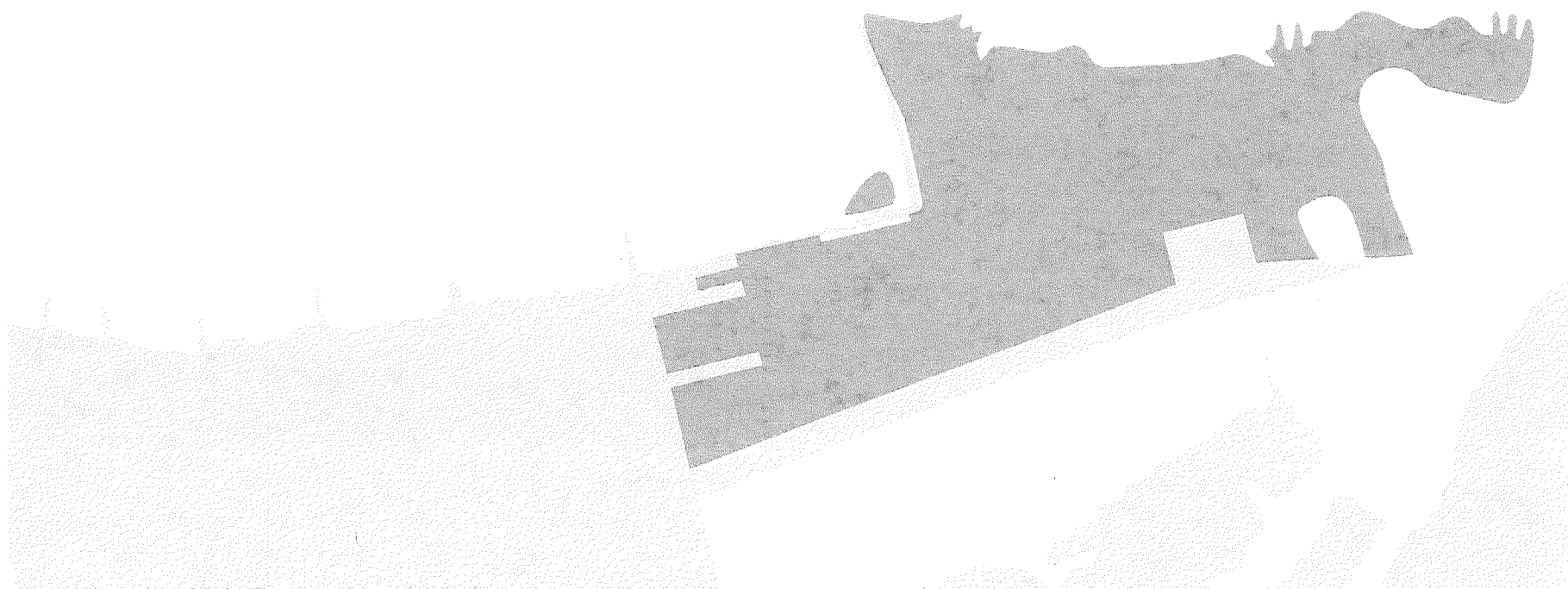
Project Components



Infrastructure Delivery Phasing



Infrastructure Delivery Phasing



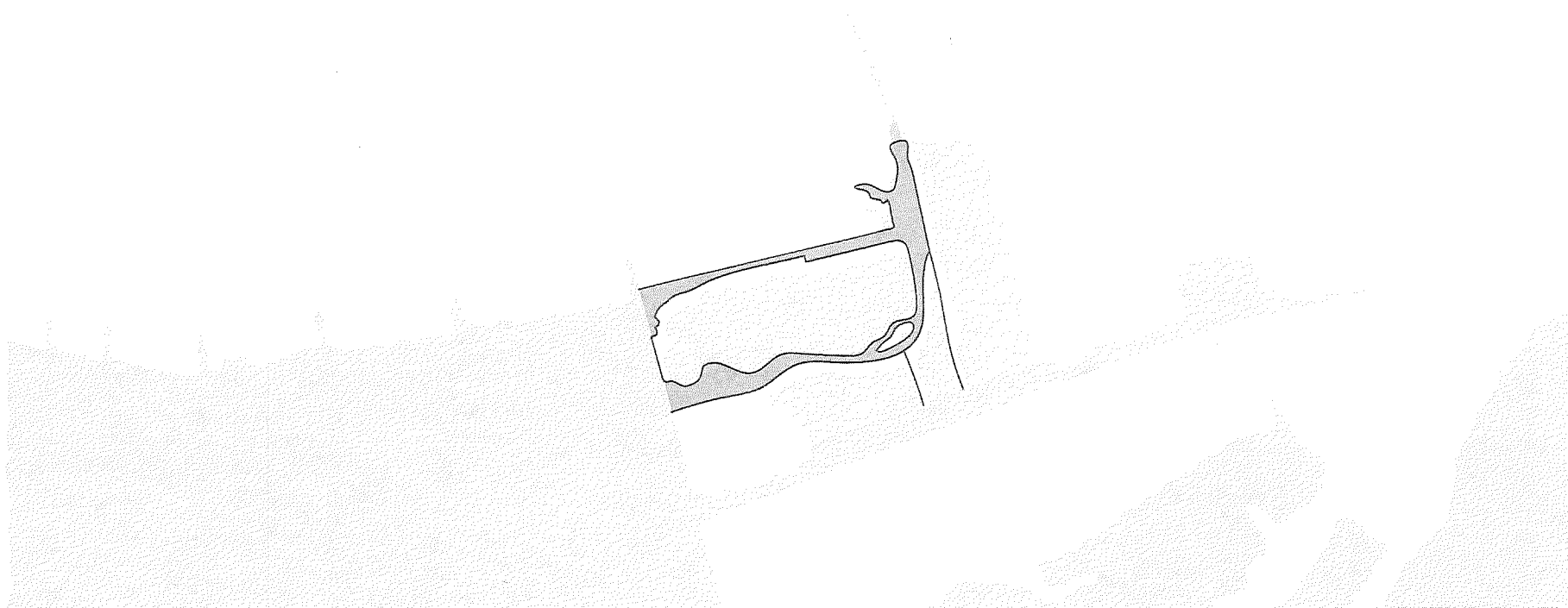
Area currently at risk of flooding under the regulatory flood event

Infrastructure Delivery Phasing



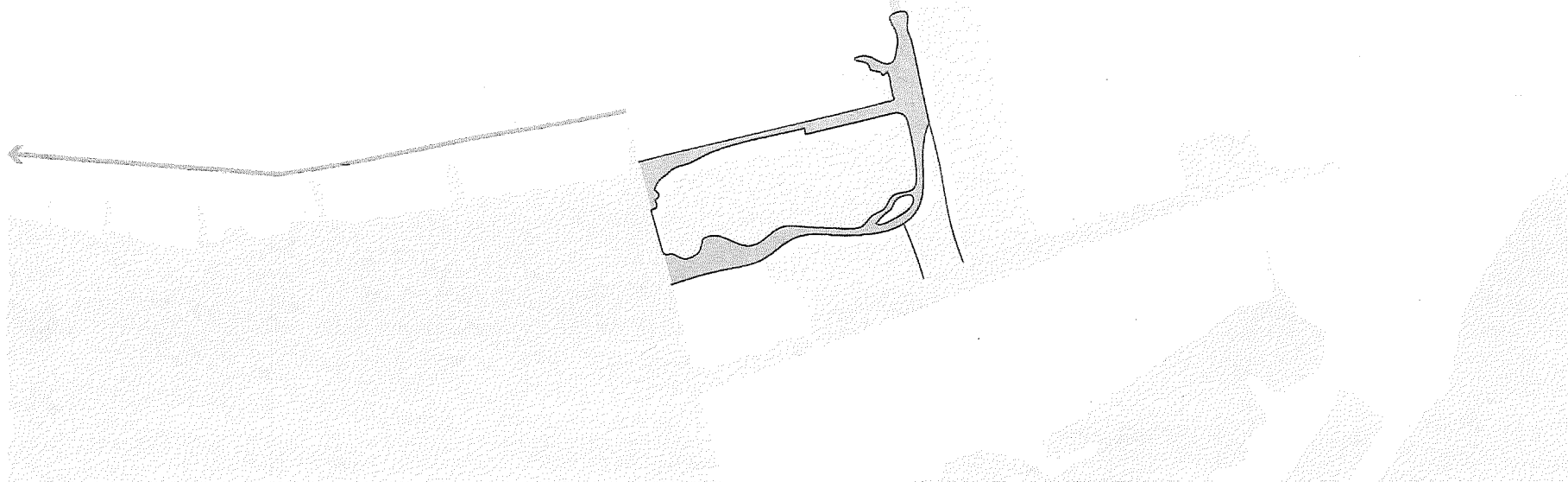
Port Lands Flood Protection Study Boundary

Infrastructure Delivery Phasing



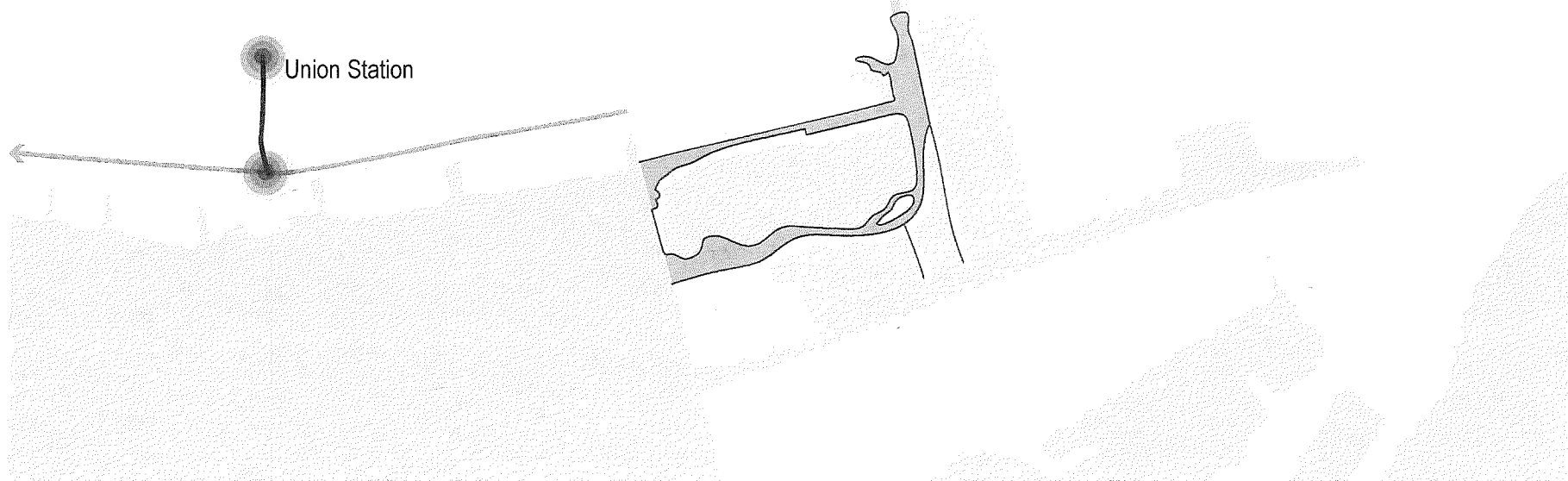
● Port Lands Flood Protection – \$1.25B

Infrastructure Delivery Phasing



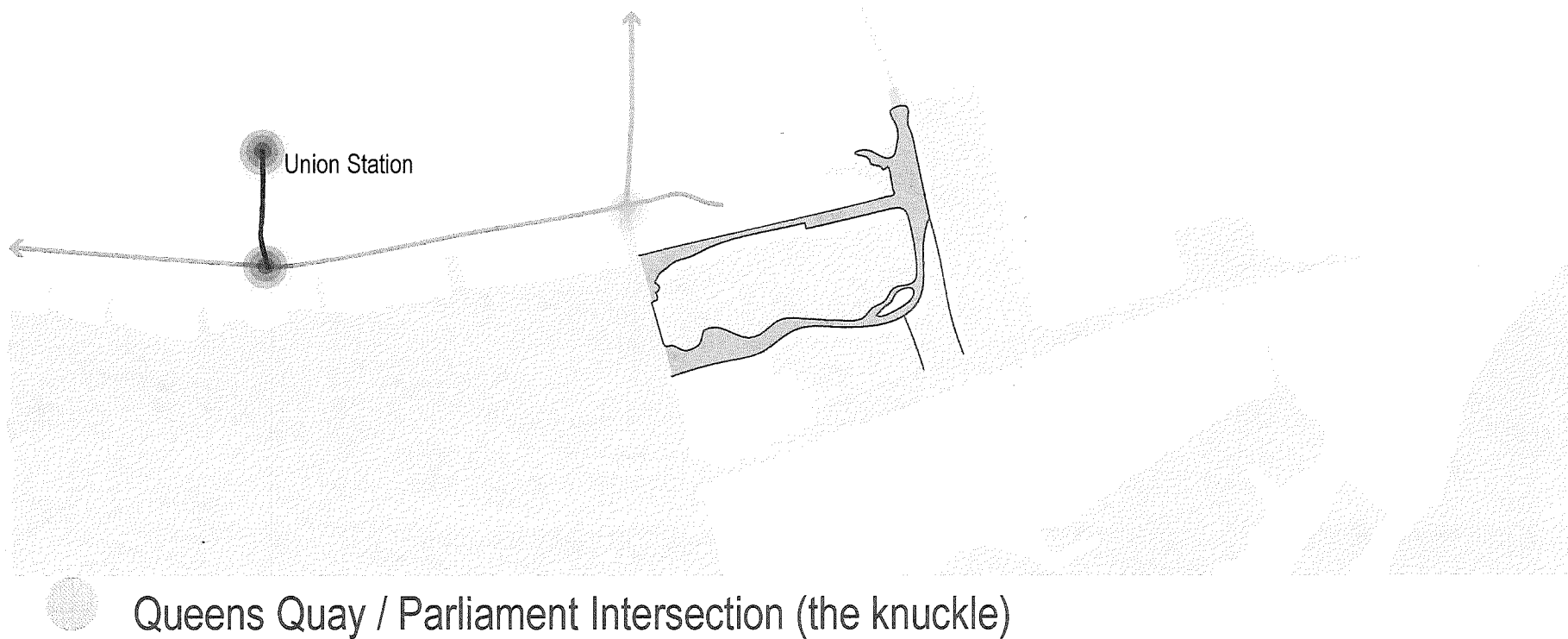
Queens Quay Revitalization

Infrastructure Delivery Phasing

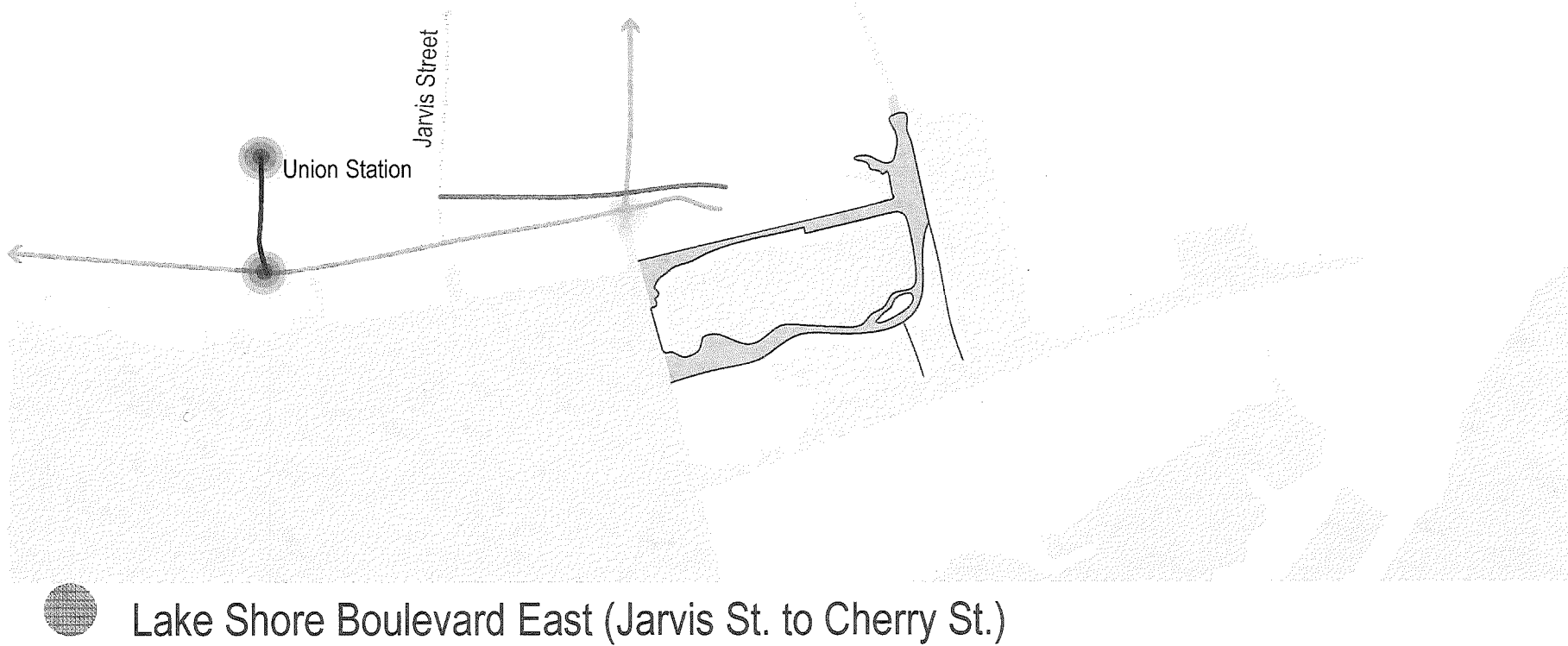


Union Station Connector / Queens Quay LRT / Rolling Stock

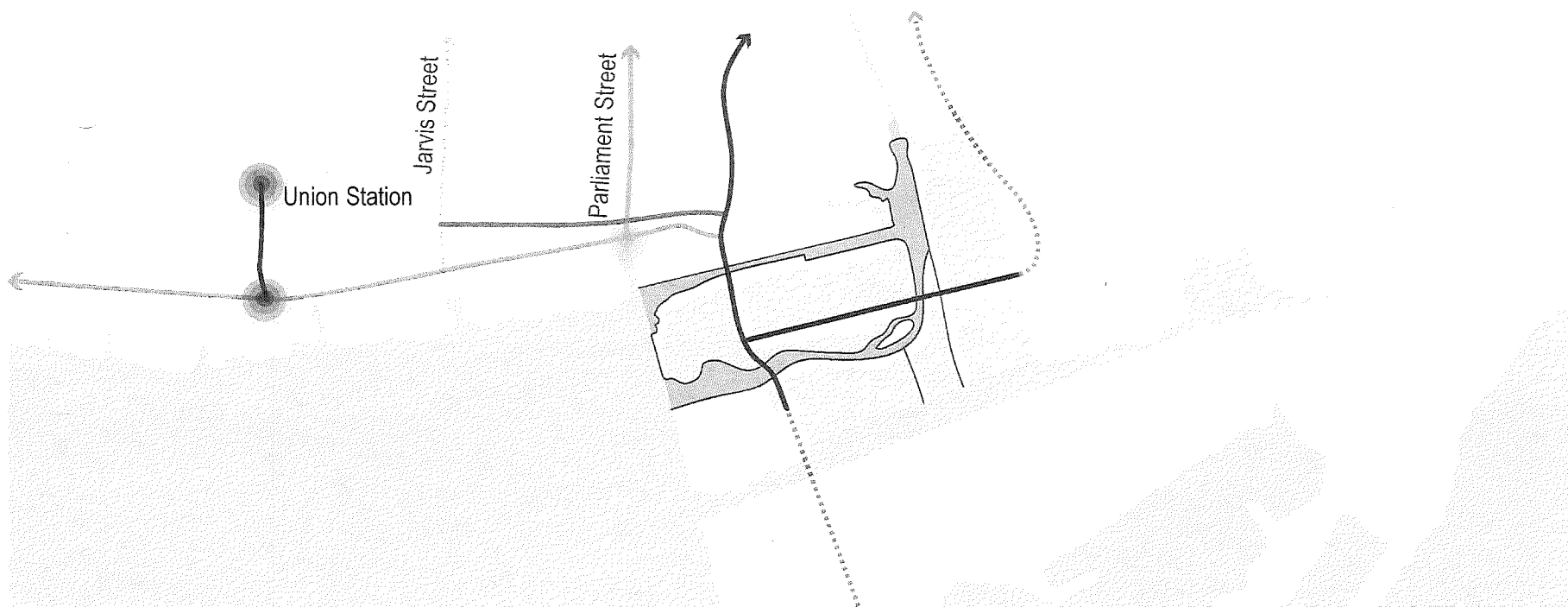
Infrastructure Delivery Phasing



Infrastructure Delivery Phasing

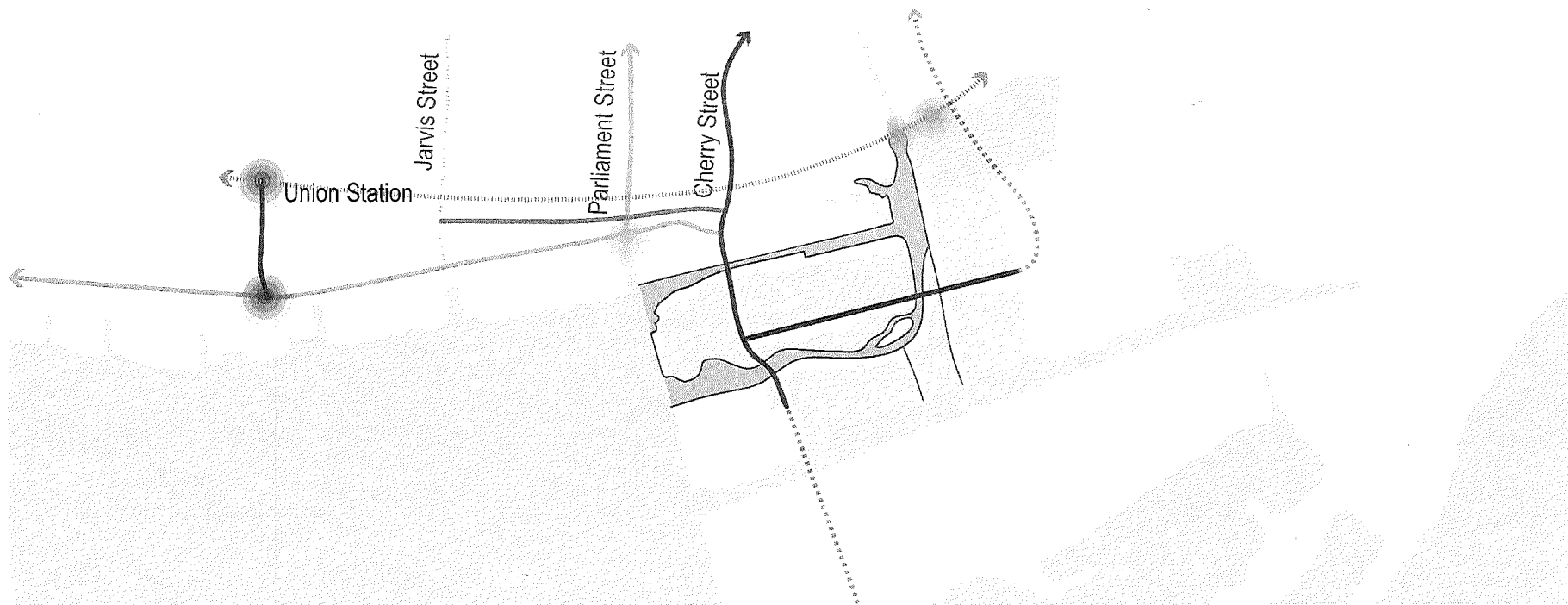


Infrastructure Delivery Phasing



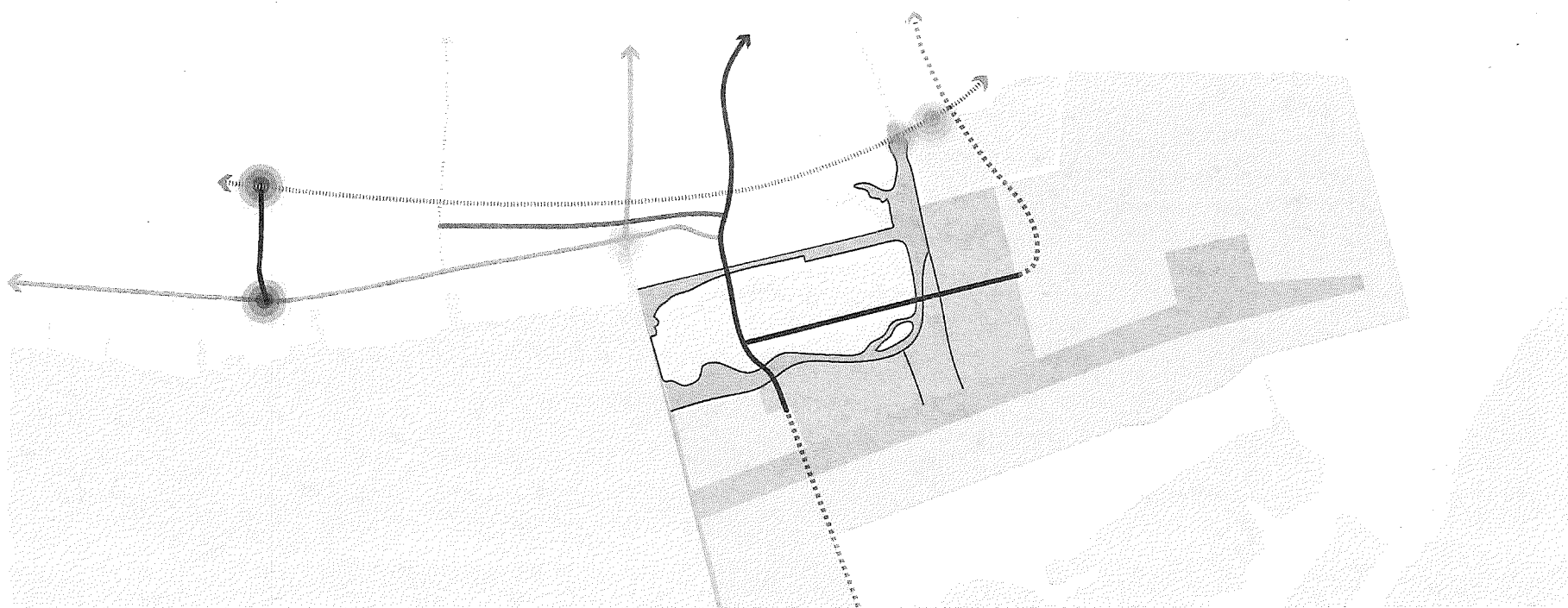
● Cherry Street LRT Extension

Infrastructure Delivery Phasing



● East Harbour Bridge and Transit Platform

Infrastructure Delivery Phasing

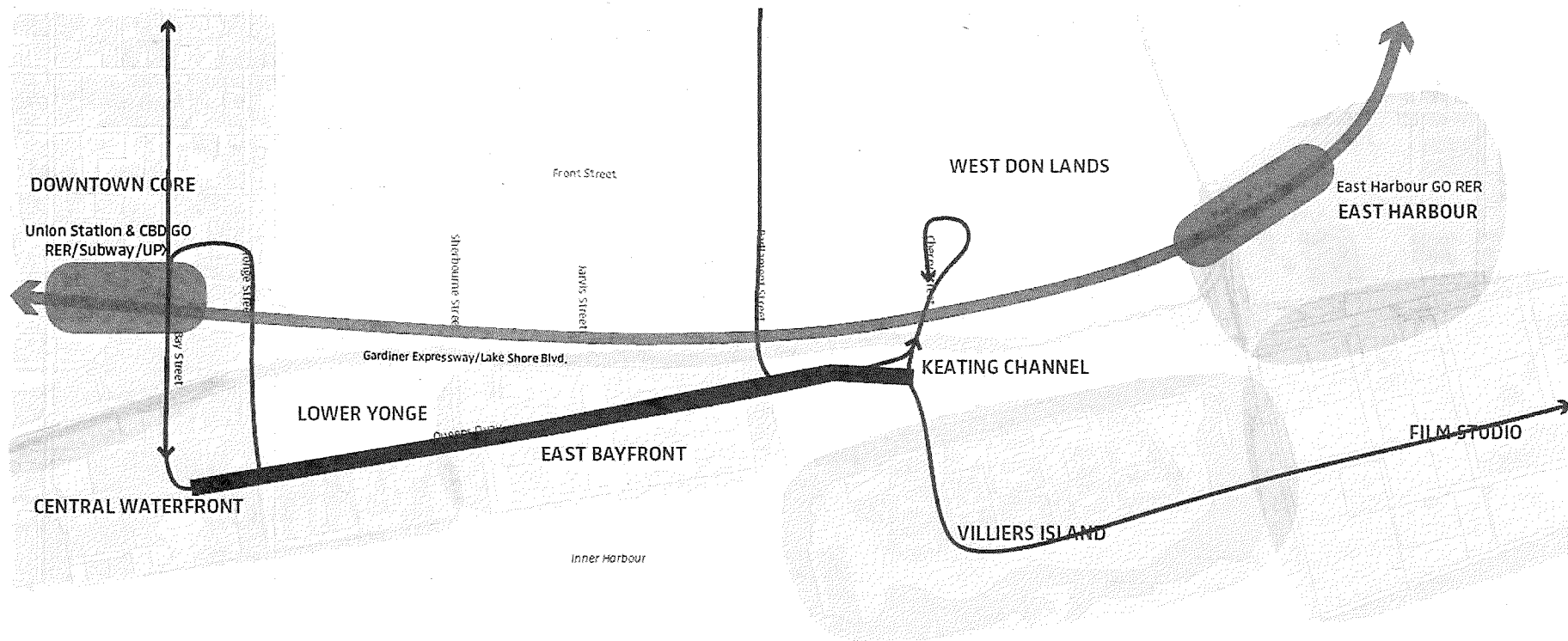


Development Area + Unilever + Flood Protection

**Page(s) 30 to 31
are exempted
pursuant to paragraph
20(1)(b), and 20(1)(d)
of the *Access to Information Act***

**La/les page(s) 30 à 31
Font l'objet d'une exception totale
conformément aux dispositions de paragraphe
20(1)(b), et 20(1)(d)
de la *loi sur l'accès à l'information***

Potential Transit Phase 1: Rapid Way: 2018-2021

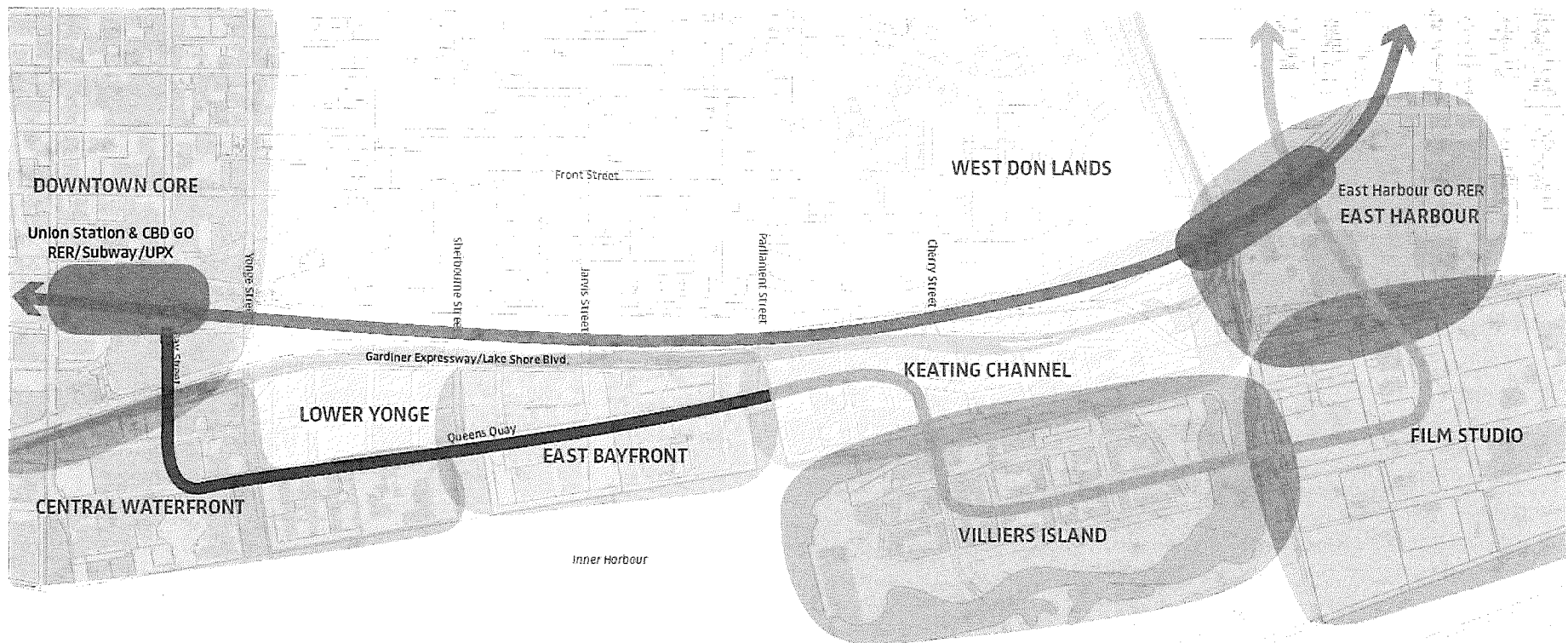


Phase 1 Rapidway

Potential LRT Service



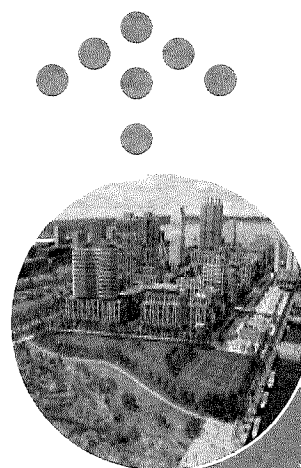
WATERFRONToronto



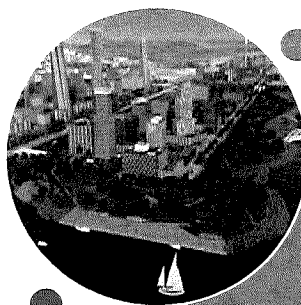
Scaling Up Opportunities



Building Technologies
Climate Protocols
New Inclusive Housing Models
Mobility+Connections
Funding Partnerships



The Port Lands
356 hectares

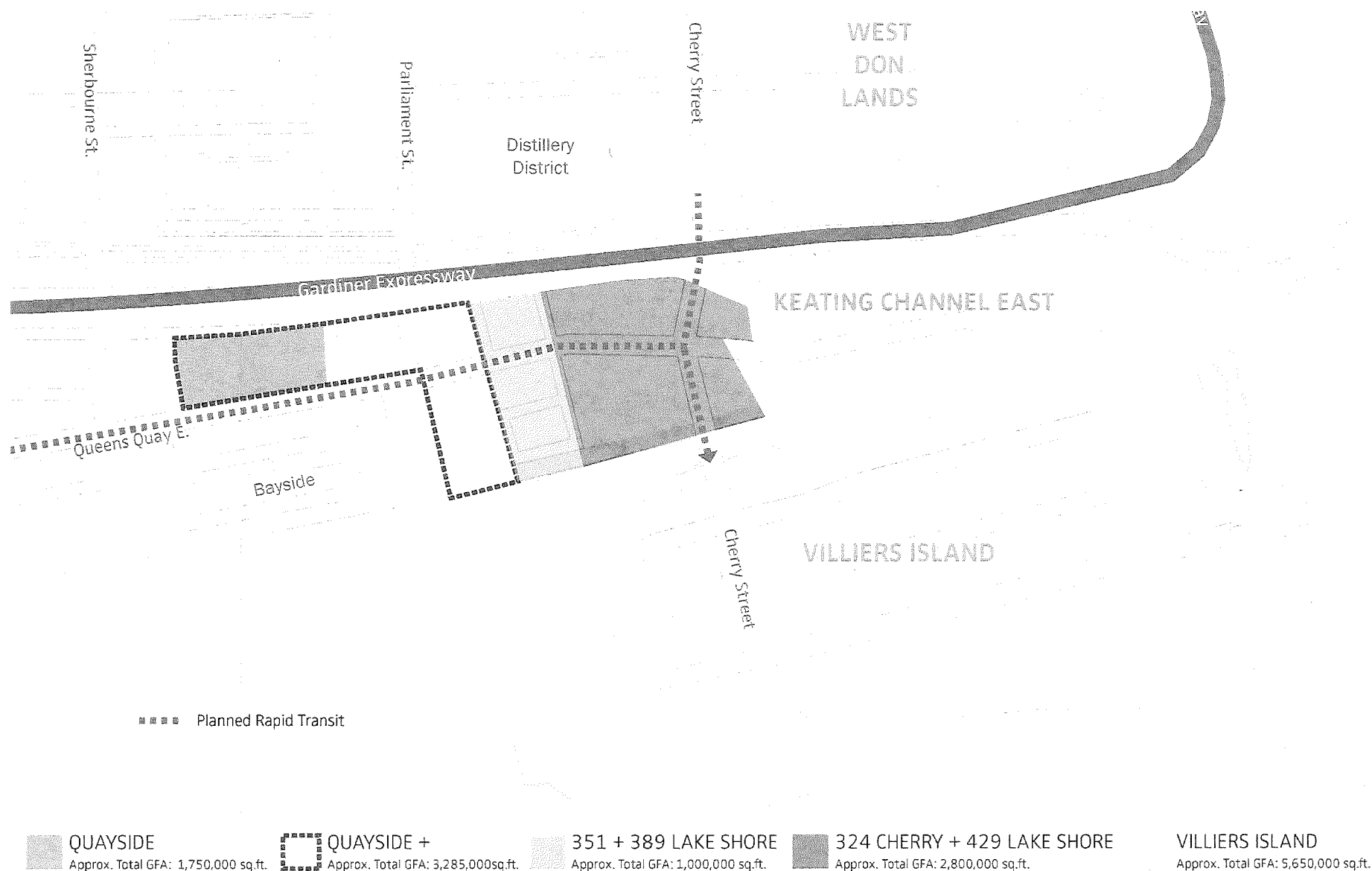


Villiers Island
35 hectares

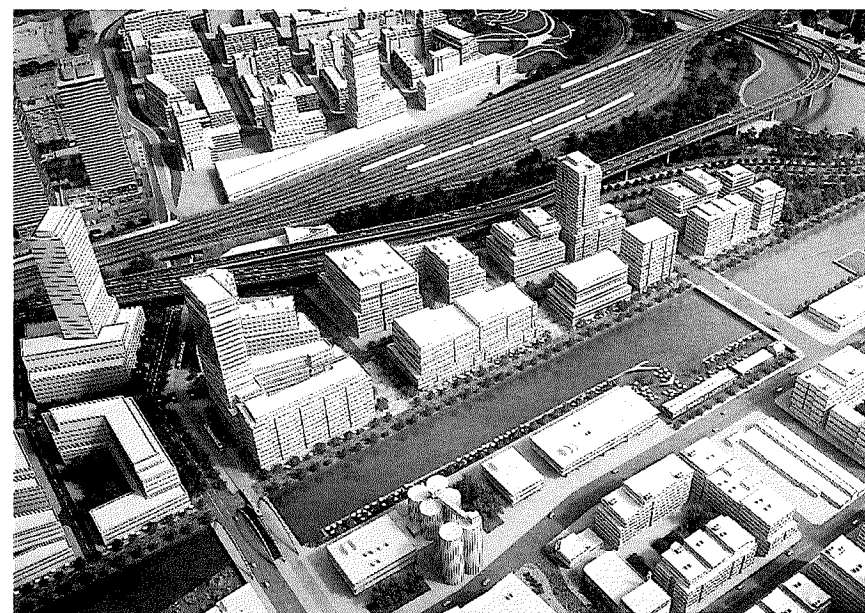
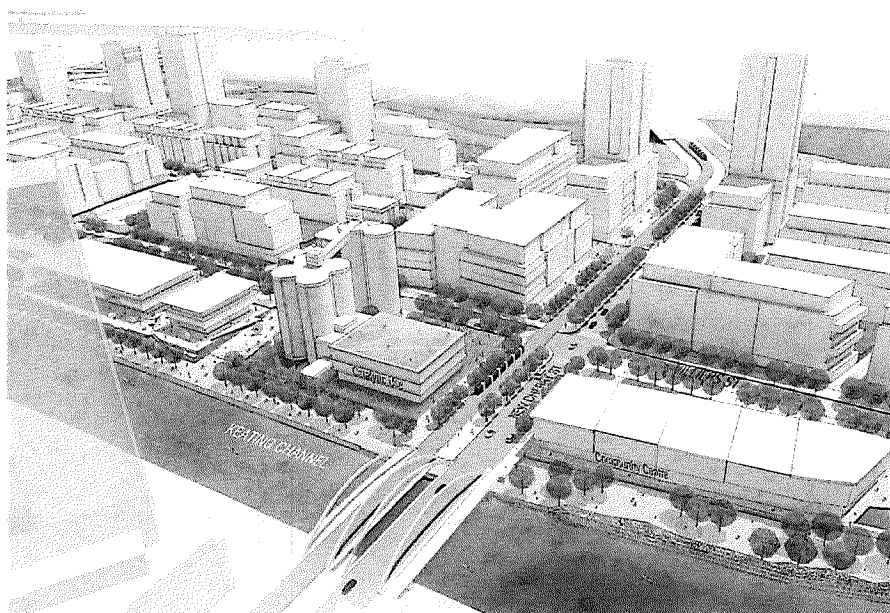
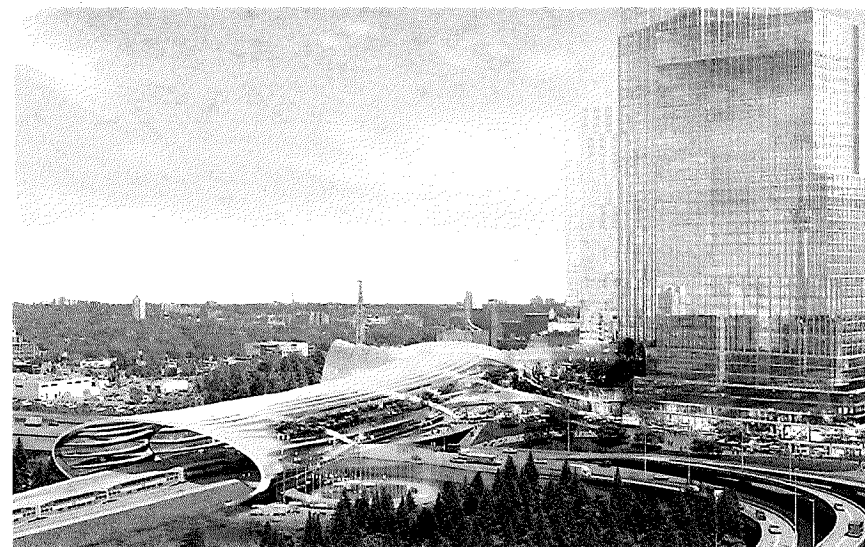
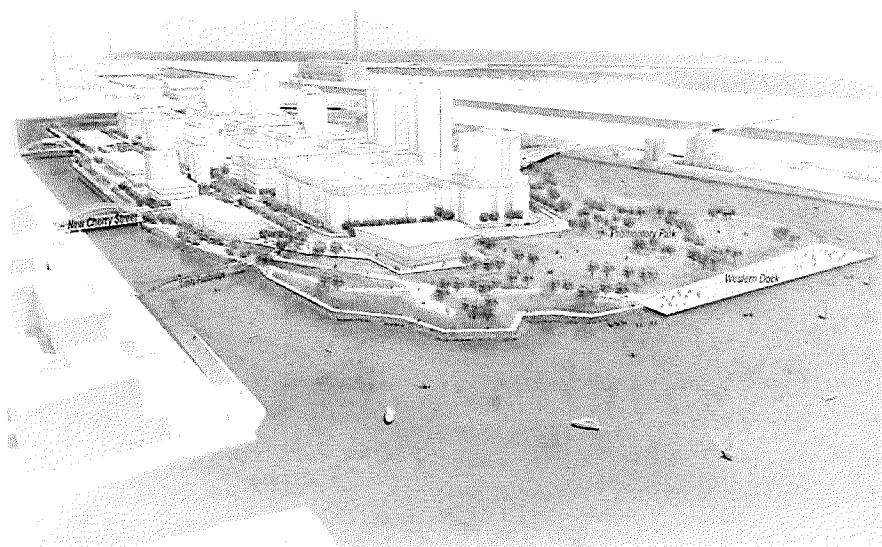


Quayside+
7 hectares

Quayside Project (RFP – March 2017)

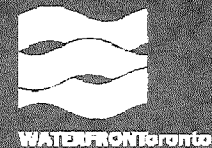


East Bundle Infrastructure & Development Opportunities



East Waterfront Infrastructure Bundle – CONFIDENTIAL DRAFT

Financial Assumptions



Base Case Assumptions



Data and Sources

- Project costs and timelines provided by Waterfront Toronto.
- Revenue projections and assumptions provided by N. Barry Lyon Consultants (except Development Charges).
- Development Charges revenue projection based on data provided to Waterfront Toronto by the City of Toronto.

DRAFT – ANALYSIS SUBJECT TO CHANGE

33

East Waterfront Infrastructure Bundle – CONFIDENTIAL DRAFT

**Page(s) 39 to 40
are exempted
pursuant to paragraph
20(1)(b), and 20(1)(d)
of the *Access to Information Act***

**La/les page(s) 39 à 40
Font l'objet d'une exception totale
conformément aux dispositions de paragraphe
20(1)(b), et 20(1)(d)
de la *loi sur l'accès à l'information***

Port Lands Funding Summary: Government



Port Lands Funding Scenarios

(2017-2063)

Waterfront Toronto Draft 2-7-17

Private

Public

1	2	3	4
---	---	---	---

Tri-government
Contribution

T (\$ 400M)
P (\$ 400M)
F (\$ 400M)

FIB \$ OM

DRAFT – ANALYSIS SUBJECT TO CHANGE

**Page(s) 42 to 49
are exempted
pursuant to paragraph
20(1)(b), and 20(1)(d)
of the *Access to Information Act***

**La/les page(s) 42 à 49
Font l'objet d'une exception totale
conformément aux dispositions de paragraphe
20(1)(b), et 20(1)(d)
de la *loi sur l'accès à l'information***

Next Steps

